



Application Portfolio Management (APM) Project Update

Business Technology Services
Board Meeting
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What is APM?

- Application Portfolio Management (APM) is a framework for managing enterprise IT software applications and software-based services. APM provides managers with an inventory of the company's software applications and metrics to illustrate the business benefits of each application.

Project Recap

- Strategic Initiative
- Conducted APM workshop with Gartner on April 19, 2012
- Identified Key focus areas
 - IT Cost Optimization
 - Application Portfolio Management (APM)
 - Master Data Management
- Identified Business and IT Goals
- Identified APM Process

Gartner Workshop - Outcome

- **Business goals**
 - Leverage applications and data more efficiently and effectively
 - Reduce costs through consolidation and/or elimination
 - Application and Data inventory
- **IT goals**
 - Create the future state lean/balanced technology asset/application portfolio
 - Application modernization
 - Application consolidation
 - Eliminate application redundancies
 - Application life cycle management
 - Optimize resource focus & skill sets
 - Transition fully to cost recovery/transparency model
 - Capture TCO (Total Cost of Ownership)

Phase Summary

- **Phase 1**
 - **Phase 1a**
 - Apply APM process to BTS supported applications
 - **Phase 1b**
 - Conduct Master Data Management process to the BTS supported information data
- **Phase 2**
 - Engage other agencies to apply APM process
 - Involve Business stakeholders to answer the questions for Phase 1 applications and data

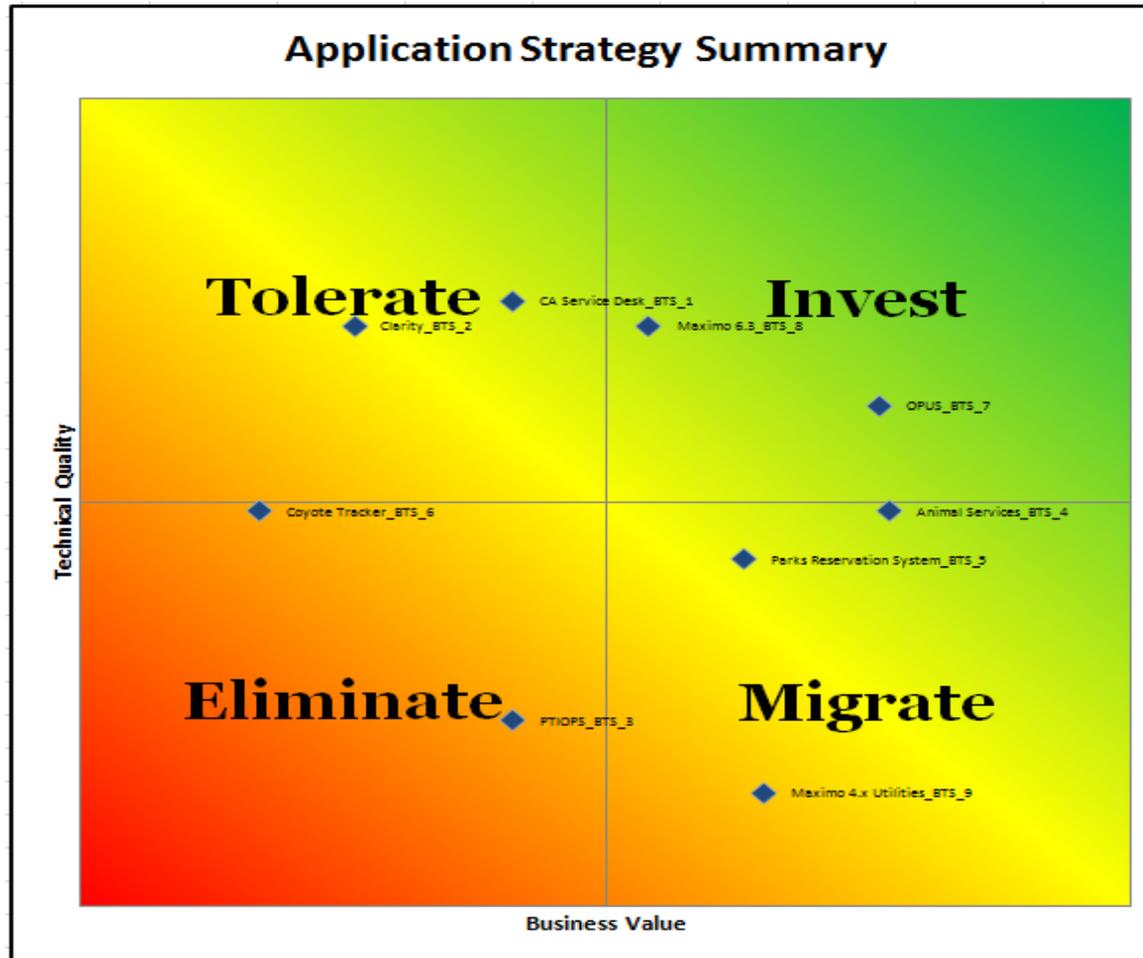
Accomplishments

- Guiding principles
- T.I.M.E. definitions as it pertains to Pinellas County Government
- Questionnaire to assess
 - Business Value
 - Technical Value
- Pilot major applications through APM Process

APM Process

| | Question | Selection | Value | Weight | Points | Available |
|---------------------------|---|--|-------|--------|--------|-----------|
| Business Functionality | Is this application necessary to meet regulatory requirements, including mandates? | M2 - Not Used to meet mandate | 0 | 8 | 0 | 40 |
| | Does this application support the strategic direction, charter, or goals of an agency, department, or unit? | S4 - Does not support any strategic direction, charter, or goals | 0 | 8 | 0 | 40 |
| | Does this application automate a process that is complex, moderate, or simple? | A4 - The application does not automate a business process | 0 | 1 | 0 | 5 |
| | Does this application generate revenue? | R4 - This application does not generate revenue | 0 | 8 | 0 | 40 |
| Application Scope | Is this application used by citizens? | C1 - Directly serves citizens | 5 | 4 | 20 | 20 |
| | What is the scope of this application? | AS4 - Used by a single unit | 2 | 4 | 8 | 20 |
| | How much do other systems or business functions depend on data that is created by this application? | DS5 - Does not provide data to other systems or business functions | 0 | 1 | 0 | 5 |
| | Does this application improve information management and enhances decision making? | IM3 - This application allows collection of data | 1 | 1 | 1 | 5 |
| | | | | | 29 | 175 |
| | Question | Selection | Value | Weight | Points | Available |
| Architecture Alignment | Does the application align with the future state of Business Technology Tools? | YNN3 - NOT APPLICABLE | N/A | --- | --- | --- |
| | Does the application align with the future state of Application Development? | YNN2 - NO | 0 | --- | --- | --- |
| | Does the application align with the future state of Authentication and Authorization Technologies? | YNN3 - NOT APPLICABLE | N/A | --- | --- | --- |
| | Does the application align with the future state of Server/Desktop? | YNN1 - YES | 5 | --- | --- | --- |
| | Does the application align with the future state of Networking/Security? | YNN1 - YES | 5 | --- | --- | --- |
| | | | 0 | 4 | 0 | 20 |
| Application Vulnerability | Does this application comply with the BTS Security Policy and Best Practices? | YN2 - NO | 0 | 4 | 0 | 20 |
| | Does this application meet all applicable regulatory and other requirements (HIPAA, HITECH, PCI, etc.) ? | YNN3 - NOT APPLICABLE | N/A | 4 | N/A | N/A |
| | If authentication is required, is it secured (transport, storage and methodology)? | YNN3 - NOT APPLICABLE | N/A | 1 | N/A | N/A |
| | Are there sufficient server and application logs to perform forensic analysis (authentication and authorization logging for previous 90 days and logging of any inserts, updates, and deletes related to significant elements)? | YNN2 - NO | 0 | 1 | 0 | 5 |
| Vendor Supportability | Does the vendor provide security patches? | YNN3 - NOT APPLICABLE | N/A | 4 | N/A | N/A |
| | Does the vendor provide enhancements? | YNN3 - NOT APPLICABLE | N/A | 1 | N/A | N/A |
| | Does the vendor provide break/fix support? | YNN3 - NOT APPLICABLE | N/A | 2 | N/A | N/A |
| | Does the vendor certify the application and infrastructure as configured? | YNN3 - NOT APPLICABLE | N/A | 1 | N/A | N/A |
| | Does the vendor provide support in a timely manner? | YNN3 - NOT APPLICABLE | N/A | 1 | N/A | N/A |
| | Would you recommend using this vendor again? | YNN3 - NOT APPLICABLE | N/A | 2 | N/A | N/A |
| Frequency | How often are incidents reported for this application? | IM1 - Less often than once per year | 5 | 16 | 80 | 80 |

Pilot Applications



Opportunities

- Business and IT alignment
- Pinellas County Agencies engagement in the APM process
- Reduce Costs and optimize value
- Improved analysis on Application Management and Procurement (Buy vs. Build Analysis)
- Better Utilization of Resources
 - Improved efficiency (increase speed to market)
 - Focus on applications that create value
 - Free up resources to be utilized for other projects

Challenges

- Stakeholders' buy-in
- APM is *not* a one-time event – Must be part of our *day-to-day* activities
- Time constraint
- Resource availability
- Magnitude of Applications (In-house & Custom Off-the-Shelf)
- Magnitude of Data and its touch points

Future Activities

- Engage BTS teams to apply APM process
- Fine-tune APM Questionnaire and Application Analysis prototype
- On completion of phase 1a – Evaluate and take corrective actions
- Start phase 1b – Master Data Management



Questions

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